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ABSTRACT

A survey of the ten university libraries considered to be most comparable to George Mason University (GMU) in interlibrary loan (ILL) activity was undertaken for comparison purposes. To develop a series of recommendations for GMU with respect to ILL, the following areas were considered and are addressed in this report: (1) Divisional Responsibility for ILL Service; (2) Patron Use; (3) Fill Rate, Standards of Service and Turnaround Time; (4) Workflow; (5) Automation, Equipment and Location; (6) Costs of ILL Service; (7) Fees to GMU Patrons; (8) Charges to Borrowing Libraries; (9) Resource Sharing in the Consortium Environment; (10) Resource Sharing in the State of Virginia; and (11) Staffing. Specific recommendations are provided at the end of each section, and additional recommendations for policies and procedures are summarized in a concluding statement. A bibliography and seven statistical comparative charts are included. (THC)

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A REPORT TO THE DIRECTOR OF LIBRARIES, ON THE INTERLIBRARY LOAN SERVICE OFFERED AT GEORGE MASON UNIVERSITY

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Maureen Connors
1986

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Ten university libraries most comparable to GMU in interlibrary loan activity were selected for survey and comparison purposes. Four of the libraries are Consortium libraries and six are Virginia State University libraries. The ten libraries are:

Consortium of Universities of the Washington Metropolitan Area

American University
Catholic University
George Washington University
Georgetown University

Virginia State

College of William and Mary
James Madison University
Old Dominion University
University of Virginia
Virginia Commonwealth University
Virginia Polytechnic University

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1. RECOMMENDATIONS:

1. ILL remain in Information Services Division to emphasize that ILL is a public service and to provide bibliographic citation support.

2. Liaisons use interlibrary loan as an opportunity to offer assistance in the total research needs of patrons - particularly faculty patrons.

3. Reexamine divisional responsibility for and organizational location of ILL if the Consortium Loan Service is endorsed by the Library Council. This is a long term recommendation since it will require at least two years for the Consortium Loan Service to become operational, if approved.

4. Continue to provide ILL borrowing privileges to faculty, staff, graduate and undergraduate students.

5. Continue the policy of severely restricted ILL service to non-GMU clientele.

6. No limits be placed on the number of loans requested by borrowers.

7. Adopt a timetable for verification, location and transmission of a borrowing request as follows:

   ILL Coordinator attempts to verify within first 48 hours after request is submitted (2 working days).

   If not verified, subject liaison further attempts to verify within the next 48 hours (2 working days).

   Patrons are notified within 5 working days if for any reason their requests cannot be sent.

8. Communicate the library staff's desire to provide materials quickly to patrons. Refer to the patron when a problem arises anywhere in the loan process.

9. Use the University Microfilms Article Clearinghouse Service more to improve turnaround time at a low cost.

10. Requests to lend arriving by OCLC should be passed on promptly if material is not available at GMU. Shelf checks will be:

    2 checks for Consortium and Virginia State University libraries.
    1 check for out of state libraries.

11. Divide workflow responsibility into a borrowing function and a lending function. The ILL Coordinator will be responsible for the borrowing function and a new part-time staff person will be required for the lending function.

12. A procedures manual reflecting change in the workflow due to new policies and new technology should be written.

13. Use the OCLC statistical package to provide data for required statistics and to provide information which will be useful in setting policies.

14. Monographs requested more than once and serials requested 5 times will be referred to liaisons for acquisition consideration.

15. Eliminate fees for faculty and students for a one year test period with the expectation that they can be permanently eliminated. (This will eliminate searching several sources to conform to patron price limitations and greatly reduce the accounting time for the small dollar amounts involved.)

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16. Adopt charges of:

Virginia non-profit libraries	Books free Copies up to 50 pages - free Copies over 50 pages - $7.00
Profit making corporations	$10.00 per book or photocopy
Out of state libraries	Books free Copies up to 50 pages - $4.00 Copies over 50 pages - $7.00

17. Move the ILL accounting function to the library central accounting section of the Library Director's office.

18. Anticipate further staffing needs when Consortium plans for increased resource sharing is in full operation. (The present Consortium union list of serials in print does not include GMU holdings.)

19. Provide consortium delivery service directly to Fenwick Library twice a week. (Recently implemented.) Plan for three times per week in the 1986-87 budget.

20. Standards set by the Task Force on Policies and Performance Standards for Cooperative Services will be used as goals for Consortium service.

21. Accept the offer of free reciprocal photocopy service from Chuck Frieden, Head of the Circulation Department at the University of Virginia.

22. Provide a part-time (20 hour) clerical assistant to assume responsibility for the lending side of the interlibrary loan operation.

23. Improve communication between ILL staff and patrons by staffing the ILL service desk from 8:30 a.m. - 5:00 p.m. and having a staff member always available for a loan interview or a status check during those hours. Encourage ILL staff to develop and refine loan interview skills.

24. Raise student wages to be more competitive with other campus jobs.

2. DIVISIONAL RESPONSIBILITY FOR ILL SERVICE

Interviews with the interlibrary loan staff at the ten libraries surveyed indicate a difference of opinion on divisional responsibility for ILL service. Their choices of location for ILL are:

Separate Unit Reporting to Associate Director for Public Services	Circulation	Technical Services	Reference
George Washington	UVA	William & Mary	American
Old Dominion	Madison		
	VPI		
	Catholic		
	Georgetown		
	VCU		

Six of the ten universities classified ILL as a loan service function. This appears to be the clear preference. There are the following advantages:

Circulation is staffed to handle loan procedures - charging, discharging, overdue notices, fines, etc.

Circulation assistants are trained to retrieve materials and search for unlocated items.

Circulation assistants can assist ILL staff on an "as needed" basis during heavy workload periods.

Circulation is staffed all the hours that the library is open.

Two universities have ILL reporting directly to an Assistant Director for Public Service. Possible advantages are:

ILL has more immediate resolution of problems.

Assistant Director is more involved in resource sharing policy decisions.

The advantages of ILL remaining in reference are:

It provides an opportunity for liaisons to communicate with faculty and students about research needs.

Liaisons can provide assistance with difficult citations.

Online bibliographic verification is possible.

Online commercial vendors (DIALORDER, etc.) can remain a possible source of document delivery - though rarely used because of cost.

Liaisons can use online search sessions and bibliographic instruction sessions to discuss ILL and alternatives such as direct borrowing.

Liaisons are able to translate ILL requests into collection development requests when the need is demonstrated.

The Task Force for Policies and Performance Standards for Cooperative Service is now considering a Consortium Loan Service to be recommended as an alternative to traditional interlibrary loan service within the consortium. The proposed plan involves dramatic changes in the level of service. If the Library Council approves the Consortium Loan Service, divisional responsibility will have to be reconsidered at that time.

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The three options for GMU's present ILL service are:

1) Collection Access assume responsibility for ILL.

2) The Assistant Director for Public Services assume responsibility for ILL.

3) Information Services Division retain responsibility for ILL.

Recommending divisional responsibility is the most difficult of the recommendations. Both Alana Ho and Beth Roth have indicated that they are willing to assume divisional responsibility and the decision regarding the location of ILL should be based on what is best for the library.

Administrative responsibility is more a matter of local preference than of the function itself. Good cases can be made for all three options.

RECOMMENDATIONS:

ILL remain in Information Services Division to emphasize that ILL is a public service and to provide bibliographic citation support.

Liaisons use interlibrary loan as an opportunity to offer assistance in the total research needs of patrons - particularly faculty patrons.

Reexamine divisional responsibility for and organizational location of ILL if the Consortium Loan Service is endorsed by the Library Council. This is a long term recommendation since it will require at least two years for the Consortium Loan Service to become operational, if approved.

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3. PATRON USE

The Model Interlibrary Loan Code endorsed by ALA recommends that interlibrary loan service be provided to all members of the library's clientele. (Model Code IV.0)

That has been the practice at GMU. Faculty, staff, graduate students and undergraduate students have ILL borrowing privileges.

CHART 1 - PERCENTAGES OF TOTAL GMU REQUESTS FILLED -- by borrower status

	Faculty	Staff	Graduates	Undergraduates
Books				
1983-84	54	6	16	23
1982-83	57	7	18	16
1981-82	55	8	16	19
1980-81	41	8	19	32
Photocopies				
1983-84	66	6	11	15
1982-83	81	5	7	5
1981-82	70	8	16	12
1980-81	70	2	17	12
Total Requests				
1983-84	59	6	14	20
1982-83	66	6	14	12
1981-82	62	8	16	15
1980-81	53	5	18	24

Chart 1 indicates that the largest user group of ILL services is the faculty. During the 4 year period 1980-84, faculty use accounted for 60% of the borrowing transactions.

Graduate students and undergraduate students are about evenly divided in their use. Graduate students accounted for 17% of the borrowing transactions and undergraduates 18%. Staff accounted for 6%.

A limited amount of service is now offered for non-GMU clientele. There are currently three fee-based clients, and ILL service is available to engineering students in the Cooperative Graduate Engineering Program.

The policy has been to severely restrict interlibrary loan to non-GMU clientele. Inquiries about interlibrary loan service from non-GMU clientele are referred to public libraries or to the university where the patron is affiliated.

RECOMMENDATIONS:

Continue to provide ILL borrowing privileges to faculty, staff, graduate students and undergraduate students.

Continue the policy of severely restricted ILL service to non-GMU clientele.

CHART 2 - SURVEY OF PATRON USE OF INTERLIBRARY LOAN SERVICE

	NUMBER OF FACULTY	NUMBER OF STUDENTS	NUMBER OF BOOKS	NUMBER OF PERIODICALS	ILL NUMBER BORROWED	ILL NUMBER LENT
Consortium of Universities of the Washington Metropolitan Area						
George Washington University	714	9,814	1,000,000	10,085	1,708	5,833
Georgetown University	1,035	10,500	1,000,000	12,317	1,093	3,146
Catholic University	439	5,157	1,151,216	6,500	1,093	2,003
American University	551	7,327	531,610	5,240	1,196	2,119
Virginia State Universities						
Virginia Polytechnic University	2,026	21,584	820,307	12,353	3,326	15,196
Madison University	480	8,970	380,000	2,647	2,006	2,016
University of Virginia - Academic			2,550,858	books and periodicals	2,689	6,77
College of William and Mary	407	6,198	741,858		1,532	3,140
Old Dominion University	650	15,000	502,376	4,158	2,482	5,672
Virginia Commonwealth University - Academic	1,580	20,000	646,067		2,188	4,009
George Mason University	767	14,545	236,000	2,800	1,491	2,243

Chart 2 is designed to compare GMU patron use with patron use in the libraries surveyed. The figures for consortium borrowing and lending were supplied by Darrell Lemke, and for the Virginia libraries by the State Council of Higher Education for Virginia.

The number of items borrowed is compared by number of faculty, size of the student body and size of the collection as reported in the American Library Directory (1984).

The following ratio study (Chart 3) analyzes demand for ILL service at nine libraries.

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CHART 3 - RATIO OF ITEMS BORROWED

	TO NUMBER OF FACULTY	TO NUMBER OF STUDENTS	TO NUMBER OF BOOKS IN COLLECTION
Consortium of Universities of the Washington Metropolitan Area			
George Washington University	2.35	.17	.002
Georgetown University	1.06	.10	.001
Catholic University	2.33	.30	.001
American University	2.17	.16	.002
Virginia State Universities			
Virginia Polytechnic University	1.64	.02	.004
Madison University	4.18	.22	.010
University of Virginia - Academic			.001
College of William and Mary	3.76	.25	.002
Old Dominion University	3.82	.17	.005
Virginia Commonwealth University - Academic	1.38	.11	.003
George Mason University	1.94	.10	.010

Ratio Study

Eight libraries have a higher ratio of items borrowed to the number of students than GMU.

Six libraries have a higher ratio of items borrowed to the number of faculty.

Conclusions from Ratio Study

1. By any standards, request for ILL service at GMU is not excessive.

2. Needs of researchers cannot truly be measured quantitatively; for example, libraries with the largest collections show high faculty need for ILL borrowing.

GMU is now offering programs at every level which the library collection cannot adequately support. The richness of area collections help supply the research needs through direct borrowing, and ILL supplies the needs from both nearby and distant collections.

RECOMMENDATIONS:

No limits be placed on the number of loans requested by borrowers.

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4. FILL RATE, STANDARDS OF SERVICE AND TURNAROUND TIME

Fill Rate

GMU has an excellent fill rate for materials requested by its patrons. The 1982-83 Virginia Council of Higher Education report, Academic Libraries in Virginia, indicates GMU has the highest fill rate of the Virginia State University libraries with a fill rate of 98.54%.

1982-83	Requests to borrow	683
	Filled	670
	Fill rate	98.54%

The ILL annual report shows for 1983-84:

Requests	1549
Filled	1509
Fill rate	97.42%

Only 40 of the 1549 requests were not located by the end of the reporting year. This indicates a high degree of bibliographic skill on the part of the ILL Coordinator and skill in identifying suppliers.

No organized statistics have been kept on time required to fill the request. It is believed that turnaround time is an area where improvements should be made. The recommended OCLC statistics package will automatically report average turnaround time once the request is transmitted by OCLC.

Standards of Service for Borrowing

Borrowing turnaround time has 3 main components:

1) Time required to verify, locate and transmit the request.
2) Time required by the supplying library or commercial vendor to provide the material.
3) Processing time to prepare the material for circulation and notify the patron.

1) The following standards are recommended for verification, location and transmission:

ILL Coordinator searches OCLC, NUC, ULS, NST and source of citation if available. Within 48 hours, preferably 24 hours, the request is transmitted.

If not verified in the above or other sources within 48 hours, the ILL Coordinator will refer the request to the appropriate liaison librarian.

The liaison librarian will further attempt to verify or contact the patron.

All patrons will be notified within 5 working days if their requests cannot be verified and sent.

Exception for batch requests:

Large batches of requests submitted by one patron cannot fall under the five working day notification standard. At the time of the loan interview when the requests are presented, an explanation can be made to the patron. In fairness to other patrons, large numbers of requests may

not be processed all at once. The patron can prioritize the requests if desired. These requests should be fed into the workflow at the rate of at least five a week.

Patrons with extraordinary needs for ILL service should be referred to the Head of the Information Services Division to be handled on an individual basis.

2) Time required by the supplying library or commercial vendor to supply the material.

This aspect of turnaround time the ILL staff often has very little control over. When material is available from a limited source there is no control over this factor. When material is more widely available, the experience of the ILL Coordinator in selecting a supplier is required. Fast and slow suppliers are known by experience. A cost versus time factor often enters into the decision. The time requirements of the patron and the experience of the ILL Coordinator in determining appropriate suppliers require that selection of a supplying library be made on a request by request basis.

Commercial vendors are increasingly becoming a source to consider. While many online sources such as DIALORDER are still very expensive and should be reserved for exceptional use, others like University Microfilms Article Clearinghouse are becoming quite cheap. Solinet has a membership at UMI making articles available to GMU for $5.00. This is considerably lower than costs involved for a library to supply an article. There are no copyright records to keep since UMI pays copyright costs. UMI has a 48 hour service guarantee. Until recently UMI holdings were very limited. They are now undergoing a rapid expansion. More use should be made of the University Microfilms Article Clearinghouse Service.

3) Processing time to prepare materials for circulation and patron notification.

Materials should be processed and the patron notified within 24 hours of receipt.

Standards of Service for Lending

For OCLC requests coming from Consortium or Virginia libraries, the shelves will be checked twice: the day of the request and the following day.

For OCLC requests coming from out of state, the shelves will be checked once.

If GMU is the last lender on the OCLC string, additional shelf checks will be done.

Holding up the request for four days is not recommended. It is inefficient in terms of GMU staff time and also delays the request. The Smith report to the Research Libraries Group says "In the interest of moving the transaction along speedily, it may only be worth rechecking where there is no other library left to check for the item."

ALA mail requests will continue to require several shelf checks if the material is likely to be available at a later date. The time delay in re-requesting merits the more extensive searching.

Materials requested by consortium libraries will receive first priority in lending. State universities in Virginia are the next priority, other Virginia libraries next and then out of state libraries.

RECOMMENDATIONS:

Adopt a timetable for verification, location and transmission of a borrowing request as follows:

ILL Coordinator attempts to verify within first 48 hours after request is submitted (2 working days).

If not verified, subject liaison further attempts to verify within the next 48 hours (2 working days).

Patrons are notified within 5 working days if for any reason their requests cannot be sent.

Communicate the library staff's desire to provide materials quickly to patrons. Refer to the patron when a problem arises anywhere in the loan process.

Use the University Microfilms Article Clearinghouse Service more to improve turnaround time at a low cost.

Requests to lend arriving by OCLC should be passed on promptly if material is not available at GMU. Shelf checks will be:

2 checks for Consortium and Virginia State University libraries.
1 check for out of state libraries.

5. WORKFLOW

Workflow can be divided into two processes, the workflow for borrowing transactions and the workflow for lending transactions. The borrowing transactions are more complicated, require bibliographic skills, and take more time. The lending transactions can be performed by students with the training, direction and coordination of a staff member.

The ILL coordinator now directs and participates in both processes. This results in inefficiences in the use of the coordinator's time. Shifting from the borrowing process to directing students requires that the same request must often be handled repeatedly, or batched to be done at a later time. Availability of students for the lending function often determines that the borrowing function be delayed.

Improvement in the workflow patterns would best be accomplished by dividing the responsibility for borrowing and lending. This requires the addition of a part time lending assistant. The lending assistant would assume responsibility for training and directing students in the lending processes. More coordination is necessary in lending because:

1) Lending requests increased from 1841 items to 3365 items in the past 4 years.

2) Student turnover requires frequent training of new student assistants.

3) Workflow must be constantly readjusted to mesh with student schedules and student availability.

4) Consortium delivery requires consortium material be identified and processed to meet the delivery schedule. Our demands here will only increase.

Improvement in the borrowing workflow will result from the addition of a lending assistant because:

1) The lending clerical assistant will cover the public desk to provide time for out-of office bibliographic verification.

2) Borrowing workflow will not be interrupted by lending workflow requirements.

3) Batching can be reduced resulting in each request being handled fewer times.

RECOMMENDATIONS:

Divide workflow responsibility into a borrowing function and a lending function. The ILL Coordinator will be responsible for the borrowing function and a new part-time staff person will be required for the lending function.

A procedures manual reflecting change in the workflow due to new policies and new technology should be written.

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CHART 4 - FLOWCHART FOR ILL BORROWING REQUESTS

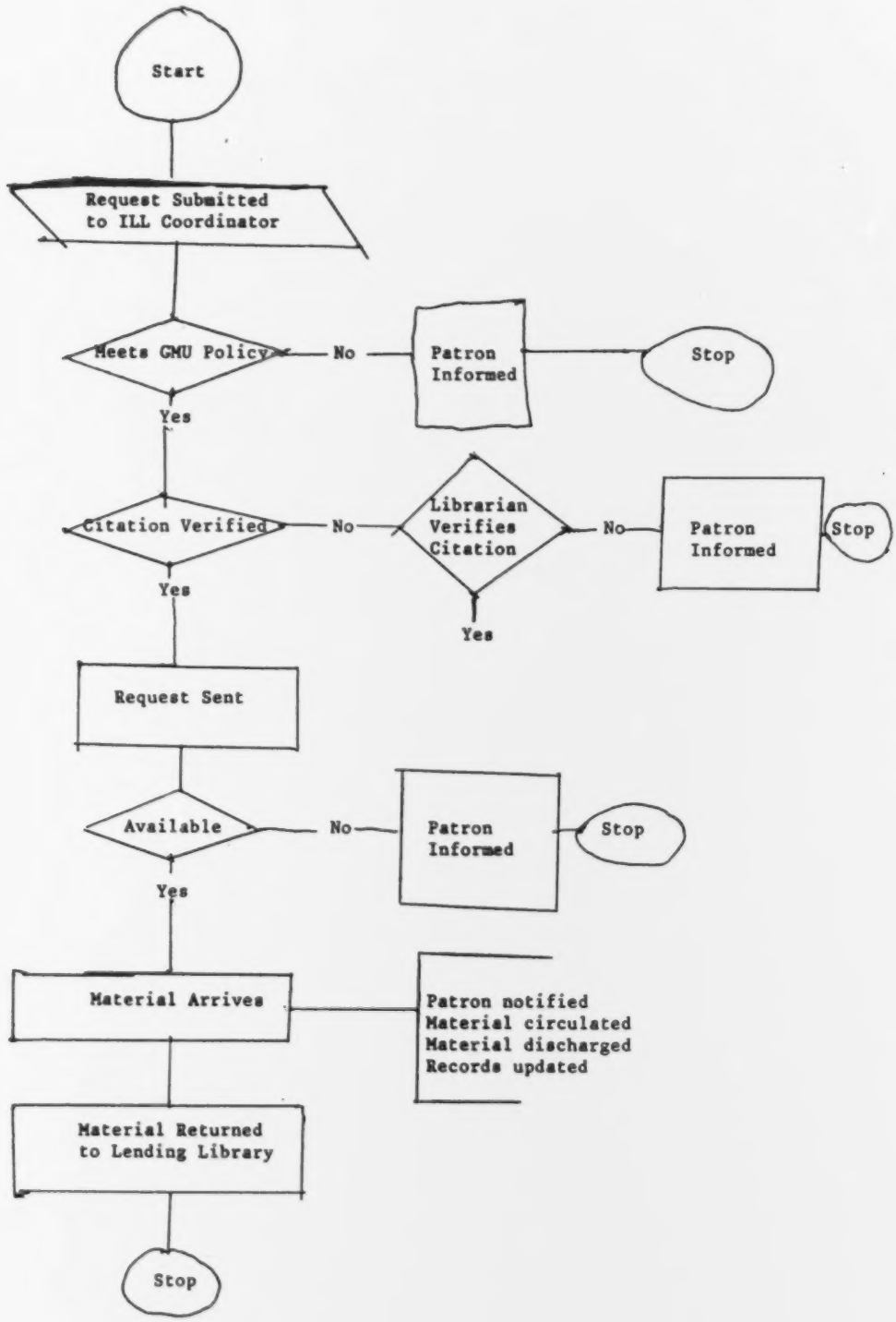
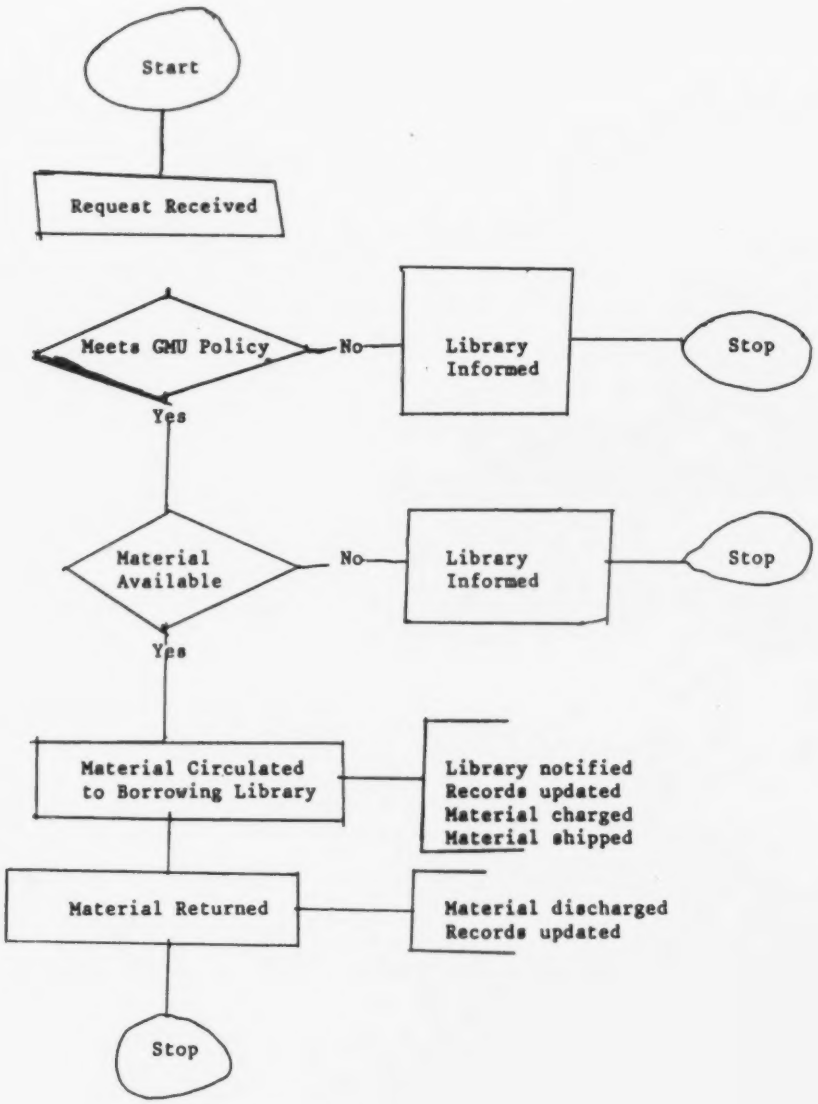


CHART 5 - FLOWCHART FOR ILL LENDING REQUESTS



6. AUTOMATION, EQUIPMENT AND LOCATION

Automation and Equipment

No Consortium or Virginia library contacted used equipment or technology beyond what is presently available at GMU. The M300 is the newest OCLC terminal available. In addition to the OCLC functions, it can be used as a word processor. GMU also uses the micro enhancer.

Pat Kelley of George Washington University recommends the purchase of the OCLC statistics package. It provides a monthly summary of borrowing and lending transactions library by library. It also provides turnaround time statistics. Information available through the package will be useful in setting policies as well as providing data for required reports.

The ALIS ILL system became operational late in February. A full evaluation of that system will have to be made at a later date. The system looks most promising in terms of better circulation control of ILL material.

None of the libraries surveyed had telefacsimile equipment or were planning to acquire it. Librarians from George Washington, Georgetown, Catholic and American were informed on February 28, 1985 that GMU has access to telefacsimile equipment. Pat Kelley of George Washington expressed some interest in looking into the possibility at a later date.

A major telefacsimile study was conducted in 1984 by the Research Libraries Group where six libraries transmitted documents to each other and collected cost information and information on the ILL process in general. The results were rather disappointing. Malcolm D. Smith reports in "A Project to Improve Interlibrary Loan within the Research libraries Group" (1984) that "...the machines are not yet a viable alternative to making photocopies on a routine basis...they do not save much existing effort [and] the amount of extra work they create is considerable."

Costs are a factor to consider with telefacsimile transmission. The Fairchild Project Telefacsimile Cost Study (1984) indicates additional labor costs as well as transmission cost.

Barbara Brown reports that an interesting thesis was proven by the Fairchild Project. The thesis is that understaffing and internal delays in the ILL process are the cause of slow document delivery. The full benefit of rapid transmission was severely compromised by the delay in processing the requests.

All libraries removed the equipment at the end of the experiment.

At the present time, lack of transmission partners makes it impossible for GMU to try telefacsimile even on a trial basis.

No additional expenditures for equipment are necessary at this time.

Location

The physical location and amount of space allocated are excellent. The location provides easy access for patrons and access to the reference and circulation areas for the staff.

RECOMMENDATIONS:

Use the OCLC statistical package to provide data for required statistics and to provide information which will be useful in setting policies.

7. COSTS OF ILL SERVICE

The costs of an ILL transactions are mainly labor costs. For the past three years the cost per transaction has steadily declined. The same staff handling more transactions accounts for the decline.

Increased operating cost per transaction is due mainly to Solinet costs.

	Total Program Costs	Total Cost Per Transaction	Operating Cost Per Transaction
1981-82		$ 9.06	$ .87
1982-83	$ 27,943	$ 7.71	$ 1.29
1983-84	$ 27,449	$ 7.36	$ 1.46

A complete loan requires two transactions: a borrowing transaction from the borrowing library and a lending transaction from the lending library. This makes the true cost of an item circulated approximately twice the transaction cost.

Comparison of costs per loan of item owned by GMU and item borrowed though ILL follows:

	Circulation of Item Owned	Circulation of ILL Item
1981-82	.82	18.12
1982-83	1.42	15.42
1983-84	1.08	14.72

Figures for approximate costs are based on 2x GMU transaction costs. These may not be reflective of other libraries' true costs.

Per loan costs of an interlibrary loan are very high. It is an expensive but vital service.

RECOMMENDATIONS:

Monographs requested more than once and serials requested 5 times will be referred to liaisons for acquisition consideration.

8. FEES TO GMU PATRONS

Survey of Fees Charged to Patrons

All CUWMA Schools	Charges to the library are passed on to the patron.
Virginia Polytechnic University	Faculty free - no limits. Students $.25 per page regardless of actual cost to the Library.
Madison University	Library pays up to $10 for faculty requests - no limits. (Virtually free)
University of Virginia - Academic	Library pays up to $25 per request. Limit 40 items - not enforced. (Virtually free)
College of William and Mary	Charges to the library are passed on to the patron.
Old Dominion University	Library pays up to $5.00 per request for graduate students and faculty. Suggested limit 10 per week - not enforced. (ODU pays patron fees with income generated by photocopy fees - heavy net lender.)

Fee Options for GMU Patrons

Based on cost figures 1983-84 of

number of photocopies received	570
Number of free photocopies	298
Number of photocopies requiring payment	282
Total cost	$882.00
Average cost per item	$3.12

OPTION 1 - Flat Fee for Students and Faculty

Student	Faculty
Flat fee of $3.50	Flat fee of $3.50
Advantages	**Advantages**
Student knows immediately what cost will be.	Not much overall change. Department has no need for immediate cost estimate.
Staff time saved by not being required to meet student price requirements.	Library is reimbursed.
Inequities in costs from varying suppliers distributed evenly.	
Library is reimbursed.	
Disadvantages	**Disadvantages**
Requires some fee watching to decide if fee needs to be changed periodically.	May result in slight inequities in department bills.

OPTION 2 - Cost to GMU Passed on to Patron

Student	Faculty
Costs.	Costs.
Advantages	**Advantages**
Student pays exactly what library pays.	Reflect departmental charges exactly.
Library is reimbursed.	Easy for the library to determine.
	Library is reimbursed.
Disadvantages	**Disadvantages**
Staff time required to search sources conforming to student price limitations.	Faculty usually have no price limitations so costs are not a disadvantage.
Often requires referral to patron regarding costs.	Individual faculty members sometimes require low cost service.
Student doesn't know cost at time of the request.	Inefficient use of staff time.

OPTION 3 - Flat Fee for Students and Cost to GMU Passed on to Faculty

Student	Faculty
Flat fee of $3.50	Costs
See option 1 for advantages and disadvantages.	See option 2 for advantages and disadvantages.

OPTION 4 - Free for Students and Faculty

Student	Faculty
Free.	Free.
Advantages	**Advantages**
Money is not a factor in determining research needs.	Faculty public relations - promotion of greater service to faculty.
	Greatly reduces the accounting in the ILL office, the department chairperson's office and in the university accounting office. Bills will be paid faster to supplying libraries.
Disadvantages	**Disadvantages**
Library must absorb cost.	Library must absorb cost.
Total 1983-84 costs were $882.00 (faculty and students).	Total 1983-84 costs were $882.00 (faculty and students).

RECOMMENDATIONS:

Eliminate fees for faculty and students for a one year test period with the expectation that they can be permanently eliminated. This will eliminate searching several sources to conform to patron price limitations and greatly reduce the accounting time for the small dollar amounts involved.

Move the ILL accounting function to the library central accounting section of the Library Director's office.

9. CHARGES TO BORROWING LIBRARIES

No charge is made for the borrowing of books. Charges for photocopying is $1.00 handling fee and 10¢ per page with $1.50 minimum.

Photocopy clients were:

1983-84	Virginia non-profit libraries	238
	Virginia corporate libraries	61
	Out of state libraries (includes CUWMA)	104
1982-83	Virginia non profit libraries	126
	Virginia corporate libraries	18
	Out of state libraries	87

Summary of 1983-84 charges:

Number of photocopies invoiced	73
Total amount invoiced	$209.10
Average charge per invoice	2.90

Virginia State University libraries were never billed due to lack of staff, a complicated accounting system and lack of cost effectiveness.

CHART 6 - COMPARISON CHART ON PHOTOCOPY CHARGES

American University	$2.50 minimum/10¢ per exposure
George Washington University	$2.50 minimum/10¢ per exposure
Georgetown University	$3.00 handling + postage + 10¢ per page
Virginia Polytechnic University	Virginia - $2.00 minimum/10¢ per page Out of state - $5.00 minimum
Old Dominion University	1-5 pages free 6-50 pages $5.00
Virginia Commonwealth University	Virginia - $4.00 per article Out of state - $4.75 per article
James Madison University	1-35 pages free 10¢ per page over 35 pages
University of Virginia	Virginia - 1-10 pages free Virginia - over 10 pages $2.00 Out of state - 12¢ per page + handling fee
College of William & Mary	1-10 exposures free over 10 exposures - 10¢ per exposure + $2.00 handling fee

CUWMA schools do not charge other CUWMA members for photocopies. The above fees are for non-members.

Recommended Charges

Virginia non-profit libraries	Free up to 50 pages $7.00 over 50 pages Books free
Profit making corporations	$10.00 per book or photocopy
Out of state libraries	$4.00 up to 50 pages $7.00 over 50 pages Books free

This schedule effectively eliminates charges for Virginia non-profit libraries. Charging small amounts, counting the number of pages photocopied, and invoicing is not cost effective.

The profit making corporation schedule is set on a cost recovery basis. The $10.00 charge will cover labor, material and mailing costs.

The out of state schedule is based on a partial cost recovery basis. The standard rate is set to eliminate counting number of pages photocopied, and to standardize invoicing amounts.

The schedule, while not set up with this as a motive, would bring in sizable amounts of money. For example, the corporation fee, had it been in effect in 1983-84, would have brought in $1,790.00. In 1982-83 the figure would have been $1,970.00.

Providing out of state libraries with photocopies would have brought in approximately $400.00 each year.

Should this charge schedule go into effect, both corporate and out of state libraries may look to cheaper suppliers.

RECOMMENDATIONS:

Adopt charges of:

Virginia non-profit libraries	Books free Copies up to 50 pages - free Copies over 50 pages - $7.00
Profit making corporations	$10.00 per book or photocopy
Out of state libraries	Books free Copies up to 50 pages - $4.00 Copies over 50 pages - $7.00

10. RESOURCE SHARING IN THE CONSORTIUM ENVIRONMENT

In the first year of membership GMU borrowed 559 items and lent 153 items. Over one-third of GMU's ILL needs are supplied by consortium libraries. It is anticipated that as GMU serials holdings become known via the online union list of serials, requests to GMU will increase.

Plans for resource sharing, joint collection development, and utilization of the cooperative library center depend on ILL service for implementation. The existing performance standards for delivery are:

2 working days for the receipt of a book
3 working days for the receipt of photocopies.

Twenty-four hour turnaround time is being discussed as the standard.

There is a great discrepancy between the performance standards set by the Task Force on Performance Standards and the ability of presently staffed ILL departments to meet these standards. This problem will have to be addressed in all consortium libraries and in particular at GMU.

The task force has also gone on record as favoring ILL service be open to all clientele of consortium schools. Undergraduates are not now offered service at consortium libraries. The potential for increased use is real and must be anticipated.

GMU does not now meet consortium standards. An increase in either lending or standards will increase staff needs. Since GMU has participated in the consortium for only one year, trends patterns and long term statistics are not available. All consortium planning indicates increased use and increased standards.

The greatest single improvement to service is through rapid delivery of documents through the consortium delivery service. The cost of the delivery service directly to Fenwick Library is $12.50 per round trip.

1983-84 - Cost $16.00 per week - service to Metro Campus.
Proposed - Cost $25 per week - service to Fenwick Library.

1983-84 total cost - $832.00
Projected cost of proposed service - $1300.00 per year.
Total additional cost - $468.00

In 1983-84 GMU received 559 items and loaned 153 items through the Consortium delivery service.
Cost - $1.15 per item.
Cost if GMU had direct service - $1.79 per item.

These per item costs are projected to decline as transactions continue to rise.

RECOMMENDATIONS:

Anticipate further staffing needs when Consortium plans for increased resource sharing is in full operation. The present Consortium union list of serials in print does not include GMU holdings.

Provide consortium delivery service directly to Fenwick Library twice a week. (Recently implemented.) Plan for three times per week in the 1986-87 budget.

Standards set by the Task Force on Policies and Performance Standards for Cooperative Services will be used as goals for Consortium service.

11. RESOURCE SHARING IN THE STATE OF VIRGINIA

Caroline Arden reports in the ALA Yearbook of Library and Information Services (1984) that the Virginia General Assembly passed a library networking bill in 1983. The next step is to seek appropriations. Paul Metz of VPI is one of the members of the Users Advisory Committee. Networking is in Virginia's future but not the immediate future.

After the Consortium, the Virginia State libraries provide the largest number of materials to GMU. They are usually provided free or at low cost. Chuck Frieden, Head, Circulation Department at the University of Virginia offered free if reciprocal service to GMU. William and Mary and James Madison provide essentially free photocopying service. VPI, the largest supplier to GMU, provides very cheap service. The recommended schedule of charges section of this report reciprocates the spirit of resource sharing in Virginia.

RECOMMENDATIONS:

Accept the offer of free reciprocal photocopy service from Chuck Frieden, Head of the Circulation Department at the University of Virginia.

12. STAFFING

Every recommendation has been offered with effective use of staff as a major consideration. Liaison support for difficult citation verification, a simplified schedule of charges, elimination of fees for GMU patrons, more frequent delivery service, increased use of commercial vendors, and reduction in the number of shelf checks for loans, are recommendations designed to use staff time more efficiently.

However, the fact remains that the workload has increased during the past five years beyond the capacity of the presently staffed ILL service to efficiently deal with it. At various times during the past five years additional staff has been made available, but it has not been on a permanent basis. The present staff consists of a Library Assistant and 45 hours of student help.

The time has come when additional staff is the only solution to meet reasonable turnaround time standards and to provide adequate public service.

The question is more at what level additional help should be provided rather than is additional help necessary. The choices are:

1) at the professional librarian level
2) at a library assistant level
3) at a clerical level
4) at the student level

Additional permanent staff at the professional level is expensive and can only be justified by a need for better bibliographic skills or managerial skills than are presently available. Permanent assignment of a librarian is not recommended. The present ILL coordinator has five years experience and highly developed bibliographic skills. Support from a librarian on an "as needed" basis to supervise, assist in management, resolve problems and help with difficult verification should be sufficient.

The least expensive alternative, more student help, is also not an adequate solution. Part of the staffing problem is caused by the amount of time required to train, supervise, and coordinate students. The high rate of student turnover makes lengthy training time less cost effective. Low student wages are one cause of the high turnover rate. The present wage structure doesn't allow for monetary reward for experience. There is no incentive for experienced students to stay in this demanding job when better pay is available for less demanding work.

The best alternative is adding staff at the clerical level. It provides continuity in the job that students cannot provide and is a better investment in terms of training time.

Since the greatest increase in the workload has been in the lending function, a clerical assistant to assume responsibility for lending would provide a natural division in the workflow. Students perform most of the lending jobs. They receive requests, retrieve material from the stacks, photocopy, charge and discharge books, update records file, and package and label material for mail or delivery. Much coordination is needed to match student availability and hours with the requirements of the lending workflow. A clerical assistant in charge of training and directing student staff will result in an improved workflow and more efficient use of student staff.

The ILL Coordinator could then devote full time to overall management of the ILL office and have responsibility for the borrowing function. The borrowing function requires a high level of bibliographic skill and considerable knowledge of the fees and time requirements of lending libraries.

The ILL Coordinator and the lending assistant would both be scheduled at the ILL public service desk to receive requests, conduct loan interviews and provide status checks for patrons.

Present staffing does not always allow for a loan interview. This often results in unrealistic expectations on the part of the patron and

increased time spent in searching for information which may have been available from the patron.

Virginia Boucher in Interlibrary Loan Practices Handbook (1984) emphasizes the importance of the loan interview by writing, "The interlibrary borrowing interview is of vital importance as an information and teaching mechanism and as a means of saving preparation time. The exchange between the patron and the staff person provides an excellent opportunity for the basic questions of the patron to be answered, for background information on interlibrary borrowing to be imparted and for essential facts concerning a particular loan to be gathered." (p. 6.)

Interlibrary loan is a personal service to borrowers. Staff for a loan interview is required to give the personal service necessary and to explain the time requirements of supplying libraries. Patrons often have a misconception about the amount of time required for the material to arrive.

The public service aspect of ILL depends largely on time spent with a patron at the loan interview. Staff coverage of the public service desk from 8:30 a.m. - 5:00 p.m. will provide the opportunity for a loan interview with each patron. Patrons accustomed to dropping requests in the "in box" may resist an interview, but should be encouraged to discuss their loan. The result will be better service to patrons and better public relations for the ILL service.

The recommended staff structure:

Position	Duties
Librarian	Head of Information Services Division provides supervision and consultation. Liaisons provide assistance in bibliographic citations.
ILL Coordinator	Manage ILL office. In charge of borrowing function.
Clerical Assistant (20 hours)	In charge of lending function. Directs and trains student staff in lending procedures.
Students (45 hours)	Photocopying. Circulation of books. Filing. Wrapping and mailing. Retrieval of materials.

RECOMMENDATIONS:

Provide a part-time (20 hour) clerical assistant to assume responsibility for the lending side of the interlibrary loan operation.

Improve communication between ILL staff and patrons by staffing the ILL service desk from 8:30 a.m. - 5:00 p.m. and having a staff member always available for a loan interview or a status check during those hours. Encourage ILL staff to develop and refine loan interview skills.

Raise student wages to be more competitive with other campus jobs.

Chart 7 compares GMU staffing with the staffing of comparable CUWMA and Virginia State University libraries. Two different policies have been used to deal with staff inadequacies. The policies at CUWMA libraries have been to limit the number of borrowing requests, and the policies generally at Virginia State Universities have been to add staff to meet additional workload. For reasons discussed in the patron use part of the report, limiting borrowing requests is not recommended.

CHART 7 - COMPARISON CHART OF INTERLIBRARY LOAN STAFF

	ITEMS BORROWED	ITEMS LENT	PROFESSIONAL STAFF	LIBRARY ASSISTANT OR CLERICAL	STUDENT HOURS
Consortium of Universities of the Washington Metropolitan Area					
George Washington University	1708	5833	0	2*	35-40
Georgetown University	1093	3146	0	1	30
Catholic University	1567	2003	0	1	30-40
American University	1196	2199	0	2	0

* additional staff anticipated.

Virginia State Universities					
Virginia Polytechnic University	3326	15,196	.75+	3.5	12
Madison University	2006	2016	0.33	1+	10-20
University of Virginia - Academic	2689	6779	1.0	3.5	70
College of William and Mary	1532	3140	0.75	2	
Old Dominion University	2482	5672	1.0	1	88
Virginia Commonwealth University - Academic	2188	4009	0	2	20
George Mason University	1491	2243	0	1	45

Differences in the number and type of activities performed by the ILL staff make the above figures not completely accurate for comparison purposes. Examples:

- Georgetown ILL assistant is responsible for locating books and periodicals only. Photocopying, mailing and billing is done through the photocopy department.

- Catholic has library science graduate students working 20 hours a week for 2 years counted as student hours.

- Mailrooms label, package and mail ILL materials.

- Additional help is made available on an "as needed" basis. Circulation assistants retrieve books or librarians help with bibliographic citations or actual operation of ILL. Records of time spent by subject specialists or supervisors are not kept and vary a good deal.

- Consortium borrowing is done on a cash and carry basis. No accounting records are kept for materials borrowed.

13. CONCLUSIONS

ILL is a personal service used primarily by faculty and graduate students to supply materials for their research needs. More liaison involvement in the total research needs of the faculty and graduate students is the rationale for retaining ILL in the Information Services Division.

More emphasis on the public service aspects of ILL will result in better public relations. The loan interview, liaison contacts with patrons regarding difficult citations, and setting time standards for the transmission of requests are recommendations designed to provide increased public service.

The fees, charges and accounting system can be simplified. Staff time required for counting photocopy pages, invoicing and keeping accounting records can be reduced by simplification of the schedule of charges for borrowing libraries and eliminating fees for GMU patrons.

More effective use of student assistants can be accomplished in three ways. 1) Divide the workflow into borrowing and lending workflow patterns. 2) Provide a clerical assistant to train, coordinate and direct students in the lending process. 3) Reduce student turnover rate and training time by a more competitive wage structure.

Recommended standards and procedures can be adopted to improve turnaround time. ILL must take steps to assure that requests are sent promptly and patrons notified promptly upon its arrival.

Informing patrons regarding ILL possibilities and limitations is an ongoing process. Public relations opportunities must be sought out by the ILL staff to provide patrons with a realistic understanding of what the service can do to provide for their research needs.

Automation has greatly improved some parts of the ILL operation. OCLC has improved transmission and verification time; ALIS will improve circulation control. The retrieval and document delivery part of the operation are still very labor intensive. Telefacsimile is not yet an option for GMU, but developments and research in document delivery are being watched by both Wally Grotophorst and Beth Roth.

Being an active member of the Consortium of Universities of the Washington Metropolitan Area will put additional strains on the ILL staff. The advantages to GMU faculty and students of access to the wealth of CUWMA libraries outweighs the requirements placed on GMU to meet Consortium standards.

GMU is offering programs at every level which the library collection is not capable of adequately supporting. ILL is the vital link to materials needed by GMU patrons. Additional requirements for service are best met with additional staff rather than any consideration of reducing or limiting service.

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